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## Remarks:

Bob:

The attached two papers, which coincidentally are both dated 31 March 1970, are very closely related, and I should like to add them to our agenda for the Deputies Meeting on 15 April. STATINTL



LKW

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
Executive Director-Comptroller	9 Apr 70

Executive Registry

70-14685

THE WHITE HOUSE  
WASHINGTON

DD/S 70-14685

March 31, 1970

MEMORANDUM FOR

HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Our society's greatest resource is its youth. Young Americans today are more aware than ever before of the problems and the opportunities before us. They have in high degree the ideals, vision, sensitivity and energy that assure our future.

We who direct the affairs of government have a special obligation to provide for the constructive use of these qualities -- to enlarge the participation and involvement of young people in government. How well we communicate with youth and seek the advantage of their abilities will influence our effectiveness in meeting our responsibilities.

I would like you to make a thorough and critical review of how your managers determine long-range staffing needs, attract talented young people to their staffs, utilize and develop them, and provide mechanisms through which ideas can be expressed and considered. Each department and agency must assure that:

- Manpower planning provides for an adequate and continuing intake of career trainees to meet future requirements in the administrative, professional and technical fields.
- Young people are placed in jobs that challenge their full abilities and provide opportunities to grow, innovate and contribute in a real way to the work of the organization.
- Young professionals are exposed to the decision-making processes and to a broad view of their agencies' missions.
- Open channels for communication are established and freely used, and provide for listening, considering and responding, with fast means for ideas to reach officials who can act on them.

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- All supervisors understand how much they influence young employees' job attitudes and career decisions through their receptivity, their interest and their flexibility.

In addition to what is done within government, we must build other links with American youth. Insulation from the operations of government generates misunderstanding and misconceptions. Efforts must be made to provide knowledge about activities being undertaken to solve complex problems and meet human needs. Among the steps which managers can take to bring this about are these:

- Enable Federal officials to appear on campuses as guest lecturers and speakers in their areas of primary interest.
- Encourage able professional employees to accept appointments as part-time faculty members.
- Provide opportunities for faculty members to be employed during breaks in their academic schedules where their expertise can be of benefit to government programs.
- Employ students in temporary jobs related to their careers, through the summer intern program and other plans designed to provide a practical exposure to government operations.
- Assure that staff members who recruit on campus are so well suited to their assignments that you would be pleased to have them regarded as your personal representatives. X
- Inform academic institutions about government programs and the contributions made by their graduates and faculty.

I have asked the Chairman of the Civil Service Commission to provide leadership in this vital area and to advise me of significant developments and progress.

The beginning of this decade is a fitting time for us to demonstrate our commitment to the full involvement of today's youth in the processes of government which will help shape their tomorrow and ours. Only with the help of this generation can we meet the challenges of the 1970s.



31 March 1970

## MANAGEMENT ADVISORY GROUP

### An Increased Role for the Younger Officer

1. Management is challenged to devise ways to use effectively the full talents of the young officer over and above his currently assigned tasks. Management should capitalize on the young officer's natural eagerness to demonstrate his abilities, express his ideas and participate in management decisions. A sense of participation is basic to his motivation.

2. There are problems. Understandably not all young officers can participate in major management decisions; some are able to a certain extent, but most are caught up in a routine natural to large government operations and do not have major responsibilities. There is also a reluctance of older officers to ask younger colleagues for their views or to involve them in planning. This may be caused by a supervisor's general ignorance of a young officer's knowledge and judgment -- even though the young officer represents the Agency's principal source of new blood and ideas. In other cases, it may reflect a lack of managerial receptivity to new ideas and innovation. These are aspects of the pervasive communication problem upon which MAG has previously commented.

3. Our view is that methods should be devised to develop a more adequate system to exploit fully this talent with the two-fold objective of permitting the Agency to use its young personnel to the maximum and to bring forth the best in all employees. The employee should be given ample opportunity to develop a sense of participation in overall Agency goals.

4. The Agency has made appreciable advances in this area; more can and should be done. We suggest that Deputy Directors cause an examination of the membership of panels and boards serving their interests to consider the inclusion of young professional officers on a rotating basis. The variously designated promotion, overseas selection, and junior officer panels and career development groupings

*2 grade difference*  
*Staff not decision making*

are usually composed of older men holding senior positions. We are not challenging the contribution of such officers but rather we are seeking to recognize the positive value of using young officers even in an advisory capacity on existing panels. Apart from these career oriented panels, other councils or boards dealing with subjects such as insurance, scholarships, financial assistance, incentive awards, honor awards, etc., would also benefit from the participation of young officers on a rotating basis. What more qualified officer could serve on a Credit Union Loan Panel than a young officer of a lower grade keen to the monetary needs of his income group?

5. Participation in such personnel and administrative activity offers one range of options; involvement in decision-making and review panels dealing with intelligence objectives and long-range planning offers other opportunities. This participation would have the virtue of bringing in fresh minds to look at "goals" unencumbered by an idee fixe or a vested interest. In contrast to personnel matters, substantive considerations can be comparatively objective and do not involve the delicate field of passing judgment on a fellow employee's career.

6. MAG believes that junior officer service as outlined above would not only benefit management but would also enhance the development of young officers for future management roles.